

NOTES ON THE ORGANIZATION OF  
THE OFFICE OF RESEARCH AND REPORTS

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I. General

1. Close cooperation with O/NE an obvious necessity.
2. Informal cooperation with other agencies, such as State, Commerce, ECA, Treasury, Agriculture. Should informal (or formal) relations be established with persons in other agencies who might draw attention to developments touching the national security.
3. Provision should be made for office-wide overall interest in analysis. This might be done thru the Branch called "Techniques and Methods". It might be done by a team of analysts attached to the Assistant Director's office or to the office of the Chief of the Economic Analysis Division. See the note below on a General Analysis Division.
4. It is to the interest of the Office of Research and Reports and O/NE and O/CI to establish relations with the division of the Department of State in charge of reporting by the Foreign Service.
5. Provision should be made for work by area or region.

II. Specific

1. Materials Division

Should a special place be given to materials for atomic energy?

*Yml M.*

2. Economic Services Division

A special place might be made for public finance.

The removal of "Trade and Finance" and of "Econ. Orgs. and Programs" is suggested below.

*AD/RR-9*

3. Economic Analysis Division

This might be broken down into:

1. Operational Analysis Division, dealing with export controls, economic warfare, U.S. foreign economic programs from the operational point of view.
2. General Analysis Division, dealing with capabilities, vulnerabilities and with plans and intentions revealed by economic activities.

4. The General Analysis Division might have the following branches:

1. Capabilities and Vulnerabilities
2. Trade and Finance
3. Techniques and Methods
4. Area Specialists

No opinion is offered on the place for "Composite Reports" and "Econ. Orgs. and Programs".

5. Area specialization may prove to be of such importance as to call for a separate division.

*Officer*  
O/AE ROUTING SLIP

DATE	FROM	TO
24 May	AD/RR	MOM (2)
26 May	DAD/ER & (comment on reverse of back-slip)	(1)
	Executive	<del>4/3</del>
24 May	Assistant Executive	
	Special Assistant	4 <del>4/3</del>
27 May CM		
	Administrative Assistant	5
25X1A9A	[REDACTED]	FILE "ORG etc")

SIGNATURES      COMMENT      INFORMATION ✓

ACTION

RETURN

REMARKS:

1. Note Negative  
Reactions to [REDACTED]  
paper.

2. We will file it

UNCL. RESTRICTED CONFIDENTIAL [REDACTED] T/S

25X1A9A

CENTRAL INTELLIGENCE AGENCY  
OFFICIAL ROUTING SLIP

TO		INITIALS	DATE
1	[REDACTED]	LWT	17 March
2	[REDACTED]	WPG	20 March
3	[REDACTED]	ZPM	23 March
4	AD/RR		
5			
FROM		INITIALS	DATE
1	MJM	15 Mar	5/
2			
3			

STATINTL

APPROVAL  INFORMATION  SIGNATURE  
 ACTION  DIRECT REPLY  RETURN  
 COMMENT  PREPARATION OF REPLY  DISPATCH  
 CONCURRENCE  RECOMMENDATION  FILE

REMARKS: Quite disappointing from a senior man.  
Some facts were evident. Others not weighty.

Any ridiculous. This was prepared by [REDACTED]

STATINTL

STATINTL

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SEP 1947

(022-76)

TINTL

~~consideration of~~  
I think the splitting of D/A into two divisions should wait until the functions of the branches in that division become sufficiently established to show need for such division.

I would recommend against setting up any "area specialization division" at this time; such a "division", if on par with other divisions would have some ~~in~~ substantive responsibilities, presumably, and the question of conflict would enter, as it did in the primarily-area-organized ORE with the originally consultative functional people. Since RR seems definitely committed to functional organization, I believe it would be wiser, at least as long as possible, to keep area experts within present divisions, their expertise available on call to people from all divisions; if this proves unworkable, the next best would be to group area experts together, but making their function clearly consultative, and calling them by some other term than "division" to make even more clear the substantive seniority of the present divisions.

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(SENDER WILL CIRCLE CLASSIFICATION TOP AND BOTTOM)			
CENTRAL INTELLIGENCE AGENCY OFFICIAL ROUTING SLIP			
<b>TO</b>		INITIALS	DATE
1	Mr. Millikan		
2			
3			
4			
5			
<b>FROM</b>		INITIALS	DATE
1	[REDACTED]	<i>J.R.</i>	26 Feb 51
2	[REDACTED]		
3			
<input type="checkbox"/> APPROVAL		<input type="checkbox"/> INFORMATION	<input type="checkbox"/> SIGNATURE
<input type="checkbox"/> ACTION		<input type="checkbox"/> DIRECT REPLY	<input type="checkbox"/> RETURN
<input type="checkbox"/> COMMENT		<input type="checkbox"/> PREPARATION OF REPLY	<input type="checkbox"/> DISPATCH
<input type="checkbox"/> CONCURRENCE		<input type="checkbox"/> RECOMMENDATION	<input type="checkbox"/> FILE
<b>REMARKS:</b>			
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